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UNITED STATES DEPARTMENT OF AGRICULTURE

U.S. FARM SECURITY ADMINISTRATION

3 INFORMATION HANDBOOK



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FOREWORD

The following is a copy of a letter written by Mr. Roy F. Hendrickson, Director of Personnel, U. S. Department of Agriculture, which clearly emphasizes the position of all Department employees with respect to their public service functions.

"YOU'RE IN THE PUBLIC SERVICE

"Every four years we public employees are exposed to a barrage of words like bureaucracy and 'irresponsibility', and reproached with phrases of unpleasant connotation. This experience is not without wholesome effect, for it reminds us, as public servants, of the obligations we have to the public we serve. But how many of us, from day to day, make a practice of evaluating the contributions we are making to good public service?

"It has been estimated that Department representatives in local areas throughout the United States deal with a million people a day. Most farmers know the Department only through the representatives with whom they deal in their local communities. If a farmer has confidence in these representatives, then he is inclined to have confidence in the entire program. An interested, courteous, well-informed employee will merit the respect and good will of all citizens with whom he deals. He will influence greatly the attitude of a community toward the program and may thus contribute much to its success.

"In a democracy there is no place for the civil servant who can not recognize what his real boss looks like. His real boss is not his superior or the chief of his bureau. His real boss is the American people, represented perhaps by the impatient man sitting in the front office drumming his fingers on the desk while he waits. This boss may not always be impressive in appearance. Since he is generally a man who works with his hands--a plain American citizen--his clothes may be soiled, his fingernails dirty, and his hair uncombed. He is eager to be on with his work and the impatient way he squirms in his chair may make you nervous. He's your boss, this man, and he may be a tougher one than the man you think you work for. He's sensitive and at times appears to be unreasonable. You may have a good program, an efficient organization, a good line of talk and some readable publications, but if you or your supervisor cannot serve his needs he may want to fire you and your whole outfit. He has work to do and he wants to be on with it.

"He may be prejudiced against you from the start. He's heard a lot of things about Government employees and naturally he believes many of them. He suspects that you spend too much time gallivanting around the country. He has seen abuse of his property, especially the Government car bought with his taxes. Sometimes he thinks you act self-important, put on airs, and generally give evidence of having forgotten that you are merely a small instrument in this Government of, by, and for the people.

"Even the place where this man is waiting has something to do with the impressions he is forming of you before you meet. Is the room reasonably clean and orderly? Is it dignified without being pretentious? If you are interested in these impressions, you will have some simple maps or photographs on the walls. The visual and photographic material supplied by the Department is among the best in the country. Is there reading material available? An attractive and non-technical pamphlet or two of the work of your bureau or your Department should be on a table. For instance, the Departmental publication, Planning for a Permanent Agriculture, would serve to interpret to your boss some of the long-range objectives to which your own work is contributing.

"But the relationships with your boss in the office are but a few of the many that you have. What 'telephone manner' do you, your supervisors, and your secretaries have? A few impatient words over a telephone may destroy more trust and confidence than you can build in a year. What sort of impression do you make in your speeches? Too many representatives carry the jargon of their bureau or profession into their talks before groups; many others use unpleasant words or phrases that might be more tactfully put, or translated into more acceptable terminology. The speaker should seek always to make himself understood without 'talking down'. He should speak with the attitude of one who is reporting to a superior who is not possessed of the same technical training as the speaker.

"These small day-to-day evaluations of your work for your boss--the American people--will serve to remind you of the attitude which must be reflected in your behavior. And in evaluating your work, if you will think of the plain citizen who comes to see you, or whom you go to see, as your employer, your attitude toward him and his attitude toward you will be more improved than if you think of him as an economic abstraction, a political difficulty, an annoying problem or a plain pest. If you prove to your citizen-boss that you are friendly and willing to serve, you will find his attitude toward you changing. This is not superficial courtesy or 'glad-handing'; it is a reflection of a genuine sense of obligation toward the public, a feeling that this man is paying you to help solve his problems, that his problems are your problems.

"In sum, begin to make a day-to-day audit of your basic psychological attitudes toward the people with whom you deal. It takes more than efficient organization and technically trained personnel to produce acceptable results. The task of the Department of Agriculture looms large in the economy of our nation. To be continuously successful in discharging our job we must obtain the highest degree of public cooperation. Let us remember that the aim of our Government is to serve the people, and that this aim in our Department may be most effectively achieved if we nurture the concept that administration must be fundamentally a democratic process."

/Signed/ Roy F. Hendrickson

Director of Personnel

INFORMATION FUNCTIONS OF FSA FIELD EMPLOYEES

I **GENERAL:** This Instruction describes the information work of county supervisors and other field employees, and outlines the ways in which it may best be carried out. It summarizes the information policies of the FSA; tells how the information in the county program should be organized; and suggests methods for making this program work.

II WHY AN INFORMATION PROGRAM SHOULD BE AN IMPORTANT PART OF YOUR JOB:

A The taxpayers are your bosses. They pay your salary, and you are handling large sums of their money. They have every right to know what you are doing with that money, and why. Most tax money is hard-earned; and while people generally do not begrudge its use for good purposes, they want to be sure that it is being used wisely and well. Therefore, it is your duty to report to the public--fully and frankly--what you are trying to do, why the Government has undertaken these things, and what you are accomplishing.

B In a democracy public approval is necessary to carry out any Government program. Dictators can take money from the people and use it as they please without telling anyone how the money is spent--but such high handed behavior does not go in our country. If the public does not understand and approve the things you are doing, the program will fail.

C If the people in your community understand your job, your work will become much more effective. For example, if you are carrying out a good information program, landlords in your county will understand why long-term written leases are a good thing. Businessmen will know why debt adjustment is necessary for some overburdened farmers; and will be glad to cooperate. Farmers will know what kind of loans you make, and who is eligible; and you will not have to explain to many applicants why they cannot qualify for our program. Farm families will understand why the help of the supervisors is needed, and they will know why they should protect their soil, diversify their crops, and raise most of their food at home. You will find that you waste less time in needless arguments--that the average citizen will meet you halfway in your work.

D It is your privilege to serve as spokesman for the needy farm people in your county. Usually they cannot speak very well for themselves. Sometimes they are discouraged, timid, and afraid that their voices will not carry much weight with the more fortunate people in the community. Consequently, until they have gained confidence in themselves, you need to represent them before the Land Use Planning Committee and the welfare agencies, and the various bodies which voice local public opinion. You need to tell their story to the businessmen, the farm organizations, the Chamber of Commerce, and the civic clubs, and appeal for cooperation in getting these handicapped folks established as tax-paying, independent citizens. Later they will have learned to think and speak for themselves, but they have a right to lean on you at first. On this subject, Secretary Wickard recently said: "The disadvantaged in agriculture must be heard. Their voices lack the megaphone of group organization, and so are heard only faintly... It is frightening to think about the harm that will be done our democratic ideal within the next two generations, if health, education, opportunity, and a place in the regard of their fellow citizens are not soon granted them more generously."

DISTRIBUTION: In Handbook form only to county, district and project offices, migratory labor camps, and upon request from the regional Information Specialist.

Administration
Information Service
Public

III WHAT ARE YOUR DUTIES WITH REGARD TO THE INFORMATION PROGRAM?

A Your responsibility in this field falls into three parts:

1 Information for the general public.

2 Information for people directly connected with your work. This is a special detailed kind of information, which you use to gain the cooperation of the local Land Use Planning Committee; the Extension Service; representatives of other farm agencies, State and Federal; county commissioners; the county welfare set-up; school officials; farm organizations; banks; production credit associations; and similar groups. Unless these people understand exactly what your problems are and how you are trying to solve them, their efforts will not be properly coordinated with yours. Your work will not mesh into the general farm program, or the machinery of State and local Government. The result will be confusion, wasted effort, and general mistrust and conflict. If this happens, the Farm Security program in your county may be ruined for years to come.

3 Information for Farm Security borrowers. This is an important part of your job of farm and home management supervision. Your most important job is to teach these people to be better farmers, to operate their land and their homes as efficiently as possible, and to raise their standard of living by their own efforts.

a No matter how much you know about farm and home management, this knowledge is useless unless you can get it across to your borrowers. Remember that most of them have missed the educational advantages which you have had. They may not understand big words or technical terms. Whatever you tell them must be made as simple and as interesting as possible. This is not an easy job in the beginning but becomes easier as you go along. The psychology of common sense teaching will help you. You can make effective use of slides, strip films, motion pictures, and photographic exhibits to put over your ideas on farm and home management. You need know only how to write and speak simply. You will find it best to organize a group discussion, so that your borrowers do most of the talking--and leave having developed new ideas themselves, instead of taking them ready-made from you.

b Always remember that you represent the Government to your borrowers, and to all the other citizens with whom you work. Their impression of our system of Government--of democracy itself--depends largely upon you. Always treat them with the utmost courtesy and respect. You can leave the impression that you are businesslike, efficient, and interested in your job--that you are trying your level best to make democracy work in your community. This is one of the biggest contributions you can make to the defense of our way of life in the greatest crisis it has ever faced.

IV HOW TO PLAN AND CARRY OUT YOUR INFORMATION PROGRAM: This is just as much a part of your job as making loans or helping work out farm and home management plans. You can depend on the regional Information office for help and guidance, but the main responsibility rests on you. Approval from district, state, or regional officials is not necessary before you take action in the information field, if, generally speaking, you follow policy lines. It is presumed that you will try to make any facts you present both interesting and accurate. If you handle your information program well, you can: (a) Make plain to all the citizens of your community the problems facing needy farm families; (b) Lead the thinking and action needed to solve these problems; and (c) Inspire others to help you do this job. Here are some of the ways to get these results:

A Know the Facts.

1 First of all, you have to know the facts about the farm people in your county. How many of them have total incomes of less than \$500 a year? How many lack a good diet? How many live in substandard homes? How many are not getting proper medical care? How many are tenants? Which

IV A 1 (cont.)

of these will have to move this year, and why? How many families are on submarginal land, or on farms too small to yield a decent living? How many are eligible for Farm Security help? How many have such help? What progress are they making?

2 You will need to know the answers to all these questions--and many more--before you fully understand your job and are able to tell other people about it. You can get the answers from many sources, from your own observation and experience, from your files, from the census, from the records of other public agencies. In the regional Information office there is a carefully selected reference library, dealing with the problems of rural poverty in your area, and the methods of dealing with them. You can get a list of these books from the regional Information specialist; and you can borrow any of them for a two-week period. He can supply you with many publications which you can keep permanently in your office. He issues annually a Handy Reference Manual, which outlines the main facts about the Farm Security program in your region, and the special problems it is intended to meet. (All such material except that for sale, should be ordered on Form FSA-301.)

B Planning an Information Program. When you have mastered the facts, plan to put them to use. Your Information work should be planned and calendarized, just like any other phase of your job.

1 You can start by analyzing the particular Information problems in your county. What groups are most lacking in understanding of Farm Security? How can they be reached most effectively--through talks before organizations, radio broadcasts, a tour of borrowers' farms, or other methods? What information channels are available to you--newspapers, radio stations, fair exhibits, etc.? What equipment, such as slides, strip films, and bulletins, do you need to use with your borrower families? Consult with the regional Information specialist about these things.

2 The next step is to set up a definite schedule of Information work, closely tied in with your other activities. You will want to plan for some contact with your local newspapers about once a week. Probably you can arrange for periodical talks on an established farm program broadcast by a local station. You can develop interest that will bring invitations to talk from time to time before the Chamber of Commerce, civic clubs, or church groups. You will need to start work well in advance on an exhibit for your county fair. During harvest season you may want to take a number of key people in the community with you on your daily round, to visit a number of borrower families. Perhaps you can plan for a picnic or harvest festival of FSA families, with businessmen as their guests. You might get local civic and service organizations to sponsor farm picnics, with FSA folks as guests.

3 By calendaring all these activities, you can make them supplement your other duties. To cite an obvious example, you would not schedule any major information activity during the loan season, when your office is swamped with other work.

4 It is a good idea to discuss at the county staff meeting the contribution each member can make in carrying out the Information program. Each person no doubt will have suggestions as to what he or she can do to further the program. Responsibility for the various parts of it can be carried out jointly.

5 Each person should know what his Information job is, and when he is expected to do it. Moreover, you will want to set up a check and reminder through tickler cards in the Area Guide System for your office, so that these responsibilities will not be overlooked.

6 Finally, there should be a well-organized Information file, under classification 100-Administration in your filing system.

IV B (cont.)

7 The regional Information specialist will be glad to help you analyze your information problems, and plan an information program. Let him know if you would like to have him visit your office for this purpose.

C FSA County Committees and County Councils.

1 The county Farm Security Advisory council including the county TP, RR, and FDA committees will be of major help in your Information program. One of the most important jobs of these groups is to serve as a two-way channel between FSA and the public. They can bring to you a constant stream of suggestions for doing a better job; they can bring to light criticisms and complaints, so that the conditions which caused them may be speedily corrected. By helping you fit your operating programs into local needs and conditions, they can help us develop well-founded public support.

2 At the same time, these councilmen can help interpret FSA to the people of the community. If they have a wealth of first-hand personal knowledge of your program, they can answer rumors and ill-founded criticisms wherever they may arise. In most cases, they will be glad to accept invitations to speak before civic organizations and similar groups; and because they are conscientious, progressive community leaders, their words will carry weight.

3 One of the very best ways to build up an understanding of the FSA program, is for county councilmen to take a few of their friends from time to time on brief, informal tours of farms operated by the Farm Security borrowers. (However, consent should always be obtained in advance from the families on the farms to be visited.) If you tell people that you are doing a good job, they may be skeptical; if they see for themselves, they cannot help being convinced. Moreover, they will tell other people what they have seen.

4 We believe that in the great majority of counties our program is so constructive and so successful, that any fair-minded person who studies it with his own eyes will be convinced of the success of our program. If he does not, his criticism may bring to light a needed correction. In either case, his comments are valuable. Always remember that you owe the citizens of your community a chance to make a frank, honest appraisal of your work. That is the essence of any good Information program. If you take criticism the right way, you can make friends out of hostile critics.

V INFORMATION TOOLS:

A Here is a list of the tools which you can use in your information work. This paragraph does not try to tell you in detail how to use them, because that would take a large volume. From time to time, however, the regional Information specialist will send you suggestions--a leaflet about organizing and leading discussion groups, for example, or brief instructions for preparing and delivering a radio broadcast. After you have read these suggestions, put them in the proper folder in your information file, so that you can refer to them whenever necessary, and so they will be available to new members of your staff.

1 CIRCULAR LETTERS. Circular letters, usually mimeographed, are extremely useful in announcing group meetings or other activities of your borrowers. The circular letter has limitations, however, and cannot be depended upon to dispense information that should be discussed. In a case of this sort, the letter could be used to announce a group meeting and the meeting made the place for discussion. Occasional letters to borrowers dealing with farm and home management or with other topics of value in rehabilitation have been used effectively by many supervisors. These should contain no advertising (swap items or information telling where stock, machinery, etc., is for sale) whether paid or not, and no illustrations that are not essential to explain the text.

V A (cont.)

2 CONTACT WITH RELATED AGENCIES. The relationship of the county FSA office to other local agricultural or welfare agencies, either public or private, is extremely important. It is definitely the responsibility of the supervisor to maintain the best possible contacts with other agencies for the purpose of coordinating efforts toward similar goals. To make sure that there is no duplication of effort within the Department of Agriculture, especially strong efforts should be made to develop relations with other agencies of the Department.

3 GROUP MEETINGS. The FSA folks in the field have developed a lot of evidence that group discussions are one of the most effective ways of helping handicapped farmers to understand and solve their own problems. To a surprising degree, they can learn to supervise and train themselves, just by working together in groups. Learn how to manage a group meeting so that the borrowers run it, and learn how to make it interesting with down-to-earth discussion, slides, a strip film, charts, photographs, and exhibits.

4 GROUP TALKS. Undoubtedly, use of the group talk is one of the most successful ways of telling about the FSA program. The same fundamental rules apply to production of group talks as apply to news stories and radio presentations. The utmost simplicity is desirable. One of the best ways to learn how to write a good group talk is actually to deliver several. In this way you learn at first hand what an audience likes and dislikes in a speech.

5 HUMAN RELATIONS. Ordinary human relationships with FSA families, applicants, and the general public are fundamentally important. It usually is not necessary to remind FSA employees always to be courteous and considerate - but, believe it or not, some Government workers need to be reminded. One person who feels that you have been curt with him or careless in answering his inquiries may turn an entire neighborhood against you. A borrower who feels that you are dictatorial or condescending will never be cooperative, or have much confidence in your advice. Make a special effort to get acquainted with the natural leaders in your community - county commissioners, doctors, ministers, presidents of women's clubs, editors, social workers, public health nurses, school people, heads of farm organizations. If they like you and understand your work, the people who work with them are likely to work well with you.

6 NEWSPAPERS. (Press) Your local newspaper offers one of the best ways of reaching both your borrowers and the general public. The editor will be glad to help you get across the things you have to say - if they are really news. In dealing with your local newspaperman, remember these things:

a He is interested in what is happening to people in his own community - not in abstract discussion of "rural problems." He may be glad to use a story about the John Doe family, up in the northern part of the county, who climbed off the relief rolls, paid off an RR loan, and made a comfortable living by using better farming methods. He will not be much interested in dry statistics, especially if they do not apply directly to his community. Avoid making your stories sound like FSA testimonials. Rather, tell how borrowers and their families are contributing to the community, about the contributions of individuals to the development of the community. Tell how a family was able to get back on its feet through intelligent planning and use of its resources. Always obtain the consent of the family to use its name before giving a story about the family to a newspaper.

b Every country newspaperman is eager to get little items about people - these are the lifeblood of his paper. Call him up once or twice a week, when you come back from a swing

V A 6 b (cont.)

around the county, and tell him about that new barn at the Jones' place; how Tom Cook has just terraced the south forty, or Mrs. Jenkins made a good sofa out of an old automobile seat. Tip him off, too, about items concerning other families besides FSA clients and he will regard you more as an impartial reporter. No man is more interested in his community than the editor. Make a special effort to cultivate his friendship.

c If you have a special announcement about a meeting of a committee, or the fact that all TP loans in the county have just been paid up ahead of schedule--type it out, double spaced, and take it to the newspaper office. Put the most important facts first; keep it brief, use simple, short words; be sure that all names and addresses are spelled right, and that initials or first names are included. Be careful always to identify the FSA as a part of the Department of Agriculture and to give the Department fullest possible credit for Farm Security's accomplishments.

d Occasionally the regional Information office will send you a suggested news story, or "fill in release." Never take this to the newspaper as you receive it. reword it to fit your situation, using local names and figures, and retype it. Keep these releases in your file and use them as patterns for stories.

7 PUBLICATIONS. Where other methods stop is often a good place to carry on with published material. In this way the value of the original method is increased either by the additional information in the printed piece, or through repetition in print of points that are worth repeating. For instance, at the conclusion of a talk it may be a good idea to distribute one or more pieces of literature on the same subject. Before or at the end of a tour, as you judge best, may be a good time to give your guests printed material telling what they will see, or have seen, and why it is shown to them. Published leaflets are time and labor savers when inserted in letters replying to inquiries about the FSA. This use can be overdone, however, a short note plus leaflets does not substitute for a complete letter, if the inquiry needs an answer by a complete letter.

8 RADIO. The usefulness of radio in presenting information about the FSA program is continually growing as we enlarge our ability to supply to station managers interesting material. A script of dialogue discussing the FSA program should avoid use of big words or complex phrases. A cheerful, confident, relaxed manner on the part of the FSA supervisor will serve to dispel microphone "jitters" in borrowers who are on the air for the first time, and also will stimulate a natural flow of country style conversation. One of the best types of radio program is the informal conversational type without script. For this kind of program, careful selection of a farmer, committeeman, or a farm family is very important. Have well in mind the subject to be discussed and have a rehearsal or two, if possible. Treat the radio station manager much as you treat the newspaper editor. Find out what interests him in the way of material and try to offer him some that fits his specifications. Never demand radio time or even suggest indirectly that you are expecting him to grant you time on the air simply because you are part of the Government. The radio station is his to do with as he thinks best for the public interest. Do not expect special privilege for your radio material. Make it interesting enough to succeed on its own merits. The regional Information office will try to supply you with a fairly regular flow of radio material to adapt to your local scene. Radio material, like news stories, is best for local consumption when it is of local interest and origin. Whatever neighbors are doing at any time is interesting to rural residents. If what they are doing is different from usual, or better than usual, it may be worth presenting on the air. Try your ideas out on the program manager of the radio station. He will be glad to indicate what he thinks is good and what is not.

V A (cont.)

9 TOURS. A number of alert supervisors have demonstrated that one of the best ways to show people what Farm Security is accomplishing is to take them on tours of the farms of borrowers, to projects, co-ops, and similar special developments of the program. An invitation to go on a tour suggests to the person invited that you have the utmost confidence in the soundness of your program or you would not be so eager to have him see it with his own eyes. If you tell him that you expect to show him examples of problem cases as well as those which are making progress he will be pleased at your frankness. And if you ask him to make suggestions for solution of some of your most troublesome problems you compliment his judgment and he is apt to become a firm supporter of the program. Through the tour he also gains a sort of owner interest in the program the sort of interest every citizen should have in the programs of his Government. A tour may consist of as many persons as you can conveniently take; but it is recommended that it be kept small. Do not limit tours only to friendly persons. Take along your critics, too; they may get a new slant on your work if they see it first-hand. Consent should always be obtained in advance from the families to be visited. This will avoid possible embarrassment and insure a ready co operation by the families. Keep the tours short; a visit to four farms is better than a visit to ten.

10 VISUAL AIDS. Making an appeal through the eye is using a visual aid. Motion pictures, film strips, black and white or color slides, produce or handicraft exhibits, charts, graphs, etc. are common visual aids. A supervisor with an active imagination may conceive new and different aids and make effective use of them to supplement written or oral information. Eye appeal material usually is highly effective when used in "dressing up" the county office. The impression of all visitors to the office may be influenced by the surroundings they find there. Posters, charts, photographs and other illustrations pertaining to agriculture in general or the work of the FSA in particular are good office wall accessories. A neat rack for the printed material available for distribution through the office is another good fixture. An easily visible sign indicating the location of the office is a necessity, as a telephone listing that is up to date. Neatly arranged chairs for waiting visitors have both visual and comfort appeal. Be sure you have enough.

VI REGIONAL INFORMATION STAFF: The regional Information office is a service division. It must depend upon the county offices to take the initiative in developing effective information programs for their counties. The regional Information office will give all possible help. It will send suggested news stories, speeches, radio talks and similar working material, and will prepare special news stories or radio talks when special treatment is necessary. Advisory services on any phase of information work are always available to all field offices. The Information staff can help you best if you keep it posted about large group meetings, fairs, conventions, etc. Help can then be given in preparing material for such events. Keep the Information staff supplied with stories about unusual progress or extraordinary cases. Such stories may make fine newspaper or radio material. And try to send all local newspaper clippings on the FSA to the regional Information office. All inquiries regarding local information programs may be addressed directly to the regional Information specialist.

UNITED STATES DEPARTMENT OF AGRICULTURE
FARM SECURITY ADMINISTRATION
Office of the Administrator
Washington

Supplements FSA Ins. 704a

Date: September 9, 1941

Subject: County Information File (Filing system for county offices)

- I Well organized files are the next step in an effective information program after studying FSA Instruction 041.10, "Information Functions of FSA Field Employees". Information files are under classification "100-Administration". This section of the files should be set up with a left position folder tabbed "Information". Ten break-down folders should be set up with center position tabs corresponding alphabetically to the 10 tools outlined in paragraph V of FSA Instruction 041.10. Each break-down folder eventually should contain technical "How to do it" information on the respective methods, and one or two right position folders behind each break-down folder for current working material. All material sent from the regional Information office for servicing the county information programs will be identified, so that it can automatically go to the proper file.
- II Each county office should establish a uniform file as soon as possible. Help of the administrative supervisors will be available where difficulty is encountered in setting up or organizing this file. An outline of county office information files follows, with —
- A All "tab" heads written in capital letters
- B Position of folder tabs listed in parenthesis to right of each tab head
- C Contents of respective folders outlined below each tab head (See sketch of file tabs as shown in Exhibit A hereof)
- III 100-ADMINISTRATION:
PUBLIC RELATIONS (Left Position Folder)
- Information Handbook
- Tally Card for reporting information needed in Form FSA-322, "Monthly County RR Activity Report", Table 2, items 13, 14, 15, 16
- CIRCULAR LETTERS (Center Position Folder)
- Extension leaflets, etc., on how to write effective circular letters
- SUGGESTED CIRCULAR LETTERS (Right Position Folder)
- Suggested Circular letters from regional office or prepared in county office
- (Technical material should be kept in respective subject matter files.)

DISTRIBUTION: In Handbook form only to county, district, and project offices, migratory labor camps, and upon request from the regional Information specialist.

Rehabilitation
General
Business Services

III (cont.)

FILE COPIES (Right Position Folder)

File copies of all circular letters should be consolidated in this folder for general reference.

CONTACT WITH RELATED AGENCIES (Center Position Folder)

Background data, pamphlets, etc., on work of related agencies.

SCHEDULED MEETINGS (Right Position Folder)

Schedules for all regular monthly or weekly meetings or conferences with related federal, state and county agencies, and suggestions for improving educational and working relationships with those agencies.

(Reports on conferences and meetings, working agreements, memoranda of understanding and subject matter material on programs of respective agencies should be filed under corresponding subject matter heads, 000-General-Conferences and Meetings or 500-Rehabilitation-Cooperation.)

GROUP MEETINGS (Center Position Folder)

Leaflets on how to organize and lead effective group meetings.

GROUP DISCUSSION SUGGESTIONS (Right Position Folder)

Outlines and suggested group discussion material.

(Strictly FSA technical subject matter should be filed in subject matter files, 000-General-Conferences and Meetings.)

GROUP TALKS (Center Position Folder)

List of local Chambers of Commerce, Kiwanis Clubs, Lions Clubs, Rotary Clubs, Granges, Farmers Unions, Church Clubs, Women's Social and Educational Groups and all local civic, farm, social and educational groups where talks on FSA problems and programs would be of interest.

SUGGESTED TALKS (Right Position Folder)

Copies of all completed outlines and talks, either those issued by the regional office or prepared in county office, together with copies of background talks by Secretary of Agriculture or other USDA officials relating to FSA.

FILE COPIES (Right Position Folder)

Copies of all written outlines or written talks presented.

HUMAN RELATIONS (Center Position Folder)

Human Relations Work Book--"How to Win Friends and Influence People," by Dale Carnegie, now available in 25 cent Pocket Book Series edition, and similar material.

SUGGESTED PROJECTS (Right Position Folder)

III (cont.)

List of unsympathetic or problem borrowers, farmers, county commissioners, bankers, women leaders and others, where personal or human relationships may be involved. Suggestions for gaining their confidence, understanding and support. Review the list once a month and place at least one on calendar each month for special attention.

PRESS (Center Position Folder)

Current list of all weekly and daily newspapers in your district with names and addresses of editors.

SUGGESTED STORIES (Right Position Folder)

Suggested stories from regional office and those prepared in county office.

FILE COPIES (Right Position Folder)

File copies of all stories issued.

PUBLICATIONS (Center Position Folder)

Current list FSA publications, List USDA Publications (MP-60), List Extension Service and College of Agriculture bulletins.

PUBLICATIONS FILE (Right Position Folder)

An alphabetical subject matter file of USDA, Extension Service, College of Agriculture, Public Health and FSA bulletins for office use and reference.

FILE COPIES (Right Position Folder)

RADIO (Center Position Folder)

Radio Work Book--list of local radio stations and managers.

SUGGESTED RADIO TALKS (Right Position Folder)

Suggested radio talks from regional office and those prepared in county office.

FILE COPIES (Right Position Folder)

Copies of all radio talks presented.

REFERENCE MATERIAL (Center Position Folder)

List of pamphlets, reports, books, and so forth which may furnish background material for stories, radio programs, and other information techniques.

FSA PROGRESS REPORTS AND RELEASES (Right Position Folder)

All national, regional, or county reports or releases on loan repayments, net worth increases, home food productions, debt adjustments, community and cooperative services, TP loans, and so forth.

CENSUS REPORTS (Right Position Folder)

III (cont.)

Agricultural census figures on farm population classifications, land values, and so forth.

PLANNING REPORTS (Right Position Folder)

Community, state, and national planning reports.

TOURS (Center Position Folder)

SUGGESTED TOURS (Right Position Folder)

Lists of county, farm, civic, church and community leaders who might be invited on tours.

Schedule of County Extension Service Demonstration Tours where FSA might participate.

List of outstanding FSA projects, borrowers or C and CS services where tours could be most effectively taken.

FILE COPIES (Right Position Folder)

VISUAL AIDS (Center Position Folder)

List of Exhibit material, picture sets, film strips, charts and similar material available from regional office.

SUGGESTED AIDS (Right Position Folder)

Calendar of county fairs, conventions, conferences, meetings and other places where visual FSA material should be scheduled and used.

FILE COPIES (Right Position Folder)

Attachment:

Exhibit A.

BREAK-DOWNS AND FOLDER POSITIONS PUBLIC RELATIONS FILES
(Read from bottom of page to top)

Administration Letter
Exhibit

File Copies

VISUAL AIDS

Suggested Aids

File Copies

TOURS

Suggested Tours

Planning Reports

Census Reports

REFERENCE MATERIAL

FSA Progress
Reports and Releases

File Copies

RADIO

Suggested
Radio Talks

File Copies

PUBLICATIONS

Publications
File

File Copies

PRESS

Suggested Stories

HUMAN RELATIONS

Suggested Pro-
jects

File Copies

GROUP TALKS

Suggested Talks

GROUP MEETINGS

Group Discus-
sion Suggestions

CONTACT WITH
RELATED AGENCIES

Scheduled Meetings

File Copies

CIRCULAR LETTERS

Suggested
Circular Letters

100 ADMINISTRATION
INFORMATION

